



UNITED STATES MARINE CORPS

HEADQUARTERS MARINE CORPS AIR STATION MIRAMAR
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StaO 12410.2

HRO

17 AUG 1999

AIR STATION ORDER 12410.2

From: Commanding General

To: Distribution List

Subj: CIVILIAN LEADERSHIP DEVELOPMENT

Ref: (a) SECNAVINST 12410.24

(b) MCO 12410.24

Encl: (1) Civilian Leadership Development Continuum

(2) Competency Definitions

(3) Individual Leadership Development Plan (ILDP)

1. Purpose. To implement the Civilian Leadership Development (CLD) Program for Marine Corps Air Station (MCAS) Miramar.

2. Background. References (a) and (b) establish the framework for CLD for the Department of the Navy and the U.S. Marine Corps. It is imperative that civilian managers be prepared to plan for the future and effectively manage human and material resources. Much like the planned, progressive leadership development experienced by military personnel, CLD provides for leadership skills based upon the voluntary initiative of employees seeking to acquire or enhance their own leadership skills to the benefit of the employee, MCAS Miramar and the U.S. Marine Corps.

3. Policy. The CLD goal is to enhance the leadership skills and competencies of current and potential civilian supervisors, managers and executives. CLD is an assisted self-help process undertaken by interested civilian employees at their option. The CLD Program is available to all civilian employees of MCAS Miramar in grades GS-07 through GS-15, equivalent wage grades, and Nonappropriated Fund Instrumentality employees at equivalent levels. The following applies:

a. The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant is required to have a mentor and an Individual Leadership Development Plan (ILDP).

b. Our leadership diversity will reflect our work force diversity. Equal opportunities for leadership training and development shall be extended to all employees, without regard to race, color, sex, religion, national origin, age, and mental or physical disabilities.

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c. Because CLD is an important priority within the Department of the Navy and in the Marine Corps, MCAS Miramar will assist interested and eligible employees seeking to develop or enhance leadership competencies. The core competencies for foundation, supervisor, manager and executive leadership are identified and defined in Enclosures (1) and (2).

d. Possession of leadership competencies must be a consideration in the selection process for supervisory and managerial positions. These competencies will be included among the knowledge, skills and abilities listed in each vacancy announcement for civilian supervisors and managers.

e. Senior military and civilian leaders shall promote leadership development, guide the development of employees seeking senior positions, and serve as effective role models.

f. Supervisors shall provide guidance to employees as well as assist in the development of the ILDP. Enclosure (3) is the form to be utilized.

g. Employees are personally responsible for planning their development in consultation with supervisors and mentors and are responsible for taking the developmental actions needed to attain the leadership competencies.

h. Mentors shall give advice and guidance, assist with networking, and participate in the development of the employee's ILDP.

4. Action

a. Chief of Staff. Encourage CLD participation, both by aspiring leaders and volunteer mentors.

b. Assistant Chief of Staff, Marine Corps Community Services (MCCS). Administer CLD funds provided by CMC (MPO-30). Funding is for necessary orientation, education and training for CLD participants and mentors. Designate a CLD Administrator to oversee all CLD administration, as outlined in reference (b). Periodically evaluate the effectiveness of the CLD and solicit recommendations for enhancement.

c. Director, Human Resources Office

(1) Exercise staff cognizance over the CLD Program.

(2) Ensure that the leadership competencies for all civilian supervisory and managerial positions are addressed in the position description and demonstration of leadership competencies be considered in the knowledge, skills, and abilities listed in each vacancy announcement.

(3) Assist the CLD Administrator by identifying available training opportunities geared toward developing and enhancing the leadership competencies of CLD participants.

(4) Coordinate local union bargaining obligations.

d. CLD Administrator. The CLD Administrator, serving in the capacity as an additional duty, will:

(1) Prepare and maintain a Plan of Action and Milestones for implementation of the CLD framework and successive program activities.

(2) Hold an open meeting with employees to announce the CLD framework.

(3) Solicit air station employees to serve as mentors and arrange for appropriate mentor training.

(4) Arrange for activity employees to take a 360 degree assessment of skills.

(5) Assist the employee in choosing a mentor and after receipt of the 360 degree assessment, assist the mentor, the employee, and the employee's supervisor in developing the employee's ILDP.

(6) Report semi-annually by 30 April and 30 October to CMC (MPO-36) the number of CLD participants, the number of mentors, the number of CLD participants who have taken the CLD skills assessment, the number of CLD participants who have been promoted, and the number of CLD participants who have been selected for supervisory/managerial positions.

e. Organizational Commanders and all Senior Military and Civilian Leaders. Commanding officers, all senior military and civilian leaders in this Command will:

(1) Actively promote the leadership development of their civilian employees.

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(2) Encourage the development of employees aspiring to senior supervisory positions and support the efforts of immediate supervisors and CLD mentors.

(3) Provide ample encouragement and constructive guidance to all employees electing to participate in the CLD by assisting them, as appropriate, in the development of their ILDP and by helping them to identify suitable training and educational opportunities, team leadership and project management opportunities, and developmental assignments.

(4) Assist in the continuing effort to identify and develop exemplary role models, both civilian and military, as prospective volunteer mentors with Marine Corps Values for the CLD program.

f. Program Participants. Each CLD participant is, by their own initiative, a voluntary participant, and will find completion of leadership competencies may require a portion of scheduled work time as well as independent activity. CLD program activity does not supercede regular work. Rather, civilian leadership is to be embodied and demonstrated at work. Participants will:

(1) Develop their own ILDP in consultation with their supervisors and mentors.

(2) Be responsible for initiating the steps necessary to acquire and refine their leadership competencies.

(3) Provide constructive feedback to the CLD Administrator to help develop or refine the CLD program.

5. Applicability. This order is applicable to all units, departments and organizations with civilian Marine employees assigned to MCAS Miramar.


T. A. CAUGHLAN
Chief of Staff

DISTRIBUTION: A

Civilian Leadership Development Continuum



FOUNDATION COMPETENCIES

- | | | |
|------------------------------------|---------------------------|----------------------|
| Oral Communication | Interpersonal/Team Skills | Flexibility |
| Written Communication | Self-direction | Decisiveness |
| Problem Solving | Quality Principles | Technical Competence |
| DON Mission/Organization Awareness | Marine Corps Values | Diversity Awareness |
| | Customer Orientation | |

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ENCLOSURE (1)

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CIVILIAN LEADERSHIP DEVELOPMENT CONTINUUM
COMPETENCY DEFINITIONS

<u>COMPETENCY</u>	<u>DEFINITION</u>
Change Management	Serves as a positive agent for changes in the organization's structural alignment, climate, or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry.
Coaching/Counseling	Develops skills in observation, listening, and one-on-one teaching; applies them to assist others to learn and continually improve their performance; and provides effective feedback.
Conflict Management	Anticipate and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.
Customer Orientation	Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products, and processes.
Decisiveness	Takes action and risks when needed; makes difficult decisions when necessary.
Demonstrate Core Values	See Marine Corps Values.
Diversity Awareness	Respects and values the differences and perceptions of different groups/individuals
DON Mission/ Organization Awareness	Possesses knowledge of the mission and organization of the Department of the Navy (DON) including an understanding of how the organization fits into the entire DON.

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External Awareness	Stays informed on laws, policies, politics, Administration priorities, trends, special interests, and other issues; considers external impact statements of actions; uses information in decision making.
Flexibility	Adapts to change in the work environment; effectively copes with stress.
Human Resource Management	Ensures effective recruitment, selection, training, performance appraisal, recognition, corrective/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being.
Influencing/Negotiating	Networks with, and provides information to, key groups and individuals; appropriately uses negotiation, persuasion, and authority in dealing with others to achieve goals.
Innovative Thinking	Develops insights and solutions; fosters innovation among others.
Interpersonal/Team Skills	Considers and responds appropriately to the needs, feelings, capabilities, and interests of others; provides feedback; treats others equitably.
Joint Service Perspective	Demonstrates an understanding of the role of the Department of Defense and the importance of the support roles and missions of all the Military Departments and Defense agencies and how they contribute to the success of DOD overall.
Managing Diverse Workforce	Recognizes the value of the cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.

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Marine Corps Values	Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work), and courage (mental strength to do what is right).
Mentoring	Develops the ability to counsel others to help them to achieve personal and professional growth.
Model/Reinforce Core Values	See Marine Corps Values.
Oral Communication	Listens to others; makes clear and effective oral presentations to individuals and groups. (Note: Use of a sign language interpreter may be more appropriate for persons who are deaf or hard of hearing.)
Organizational Representation and Liaison	Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization.
Presentation/Marketing Skills	Demonstrates the ability to clearly articulate, present, and promote ideas and issues before a wide range of audiences, including senior officials, in such a manner as to ensure program credibility.
Problem Solving	Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.
Process Oversight Management	Develops/demonstrates the ability to examine systems and workflow within the organization to facilitate process improvement.

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Program Development/
Planning and
Evaluation

Establishes policies, guidelines, plans, priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.

Quality Principles

Understands and applies quality principles such as teamwork, quantitative decision-making, and continuous process improvement to meet or exceed customer expectations.

Resource Management

Prepares and justifies budget; monitors expenses; manages procurement and contracting.

Risk Management

Identifies potential risks to product/program/processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares, and responds to data appropriately.

Self-Direction

Realistically assesses own strength, weaknesses, and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.

Situational Leadership

Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates, and guides others.

Strategic Vision

Creates a shared vision of the organization; promotes wide ownership; champions organizational change.

Team Building

Fosters cooperation, communication, and consensus among groups.

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Technical Competence	Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.
Technology Management	Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff are trained and capable.
Written Communication	Communicates effectively in writing; reviews and critiques others' writing.

ENCLOSURE (2)

INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN (ILDLP)

Name:		Office Phone Number:	
Career Field:		Pay Plan, Series, and Grade:	
OrgCode:			
Short-Term Goals:(Current year)		Long-Term Goals:(within two-four years)	
1.	1.		
2.	2.		
3.	3.		
4.	4.		
Competencies		Developmental Activities	
1.			
2.			
3.			
4.			
		Target Date	Date Completed

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ENCLOSURE (3)

INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN (ILDP)

Competencies		Developmental Activities		Target Date	Date Completed	Emp Initials	Supvr Initials
5.							
6.							
7.							
8.							
Approvals: Employee _____ Date _____ Supervisor _____ Date _____ Div/Dir _____ Date _____				Comments:			

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